

Frequently Asked Questions

What is Career Banding?

Career Banding is a competency based personnel system. This system organizes similar job classifications into broad classes of jobs. These classes are grouped into ten broad occupational categories of job families. Career Banding simplifies the administration of the State's personnel system allowing the employee to take control of their career and competency development.

Why change to Career Banding?

The Office of State Personnel (OSP) is implementing a new Career Banding personnel system. Currently, OSP administers a pay-grade personnel system that includes over 6,600 job classifications. The current system was created approximately 35 years ago and has grown into an unmanageable system to equitably administer across the state.

The Office of State Personnel initiated this new Career Banding system throughout state government for a number of reasons:

- Current system is outdated and fewer job classes and titles in state government would be easier to manage.
- In Career Banding, pay is based on current market rates to help us retain qualified employees.
- Career Banding will give Division Directors more flexibility to set pay rates for qualified employees.
- Career Banding places more emphasis on career development.

Why is Career Banding being implemented at CCPS?

It is the goal of CCPS to compensate its career banded employees at a level that promotes successful work behavior; emphasizes demonstrated competencies linked to organizational goals; reinforces high standards of performance; and maintains the labor market competitiveness necessary to recruit, retain, and develop a competent and diverse work force. The career banding program is structured to ensure that employees in the program receive equitable treatment for career development opportunities and compensation.

What are the benefits of Career Banding?

- Directors will have more flexibility that they do under the current system to grant pay increases for eligible employees (if budget money is available).
- Employees may be able to move up through the pay band by acquiring and demonstrating higher-level job related competencies.
- CCPS will be able to attract and keep talented employees with more potential for career development.

What does competency based system mean?

The key component to a competency based system includes classifying, evaluating, planning career development, and paying employees based on the attainment and demonstration of established competencies. Competencies are knowledge, skills, and work behaviors that contribute to the employees' success in their respective jobs. The new classification specifications will identify the specific competencies needed to successfully perform the work

assigned. There are three competency levels in each classification band: contributing (entry), journey (experienced), and advanced (expert).

What are Job Families?

In Career Banding, similar jobs are grouped together into the “Job Families” listed below:

- Administrative & Managerial
- Information Technology
- Law Enforcement & Public Safety
- Human Services
- Information & Education
- Medical & Health
- Institutional Services
- Operations & Skilled Trades
- Engineering & Architecture
- Natural Resources & Scientific

When does the Career banding System go into effect at CCPS?

The Office of State Personnel will announce upcoming implementation dates for each of the 10 job families. Moving from our existing system to Career banding will be a gradual process taking from 3 to 5 years. The Job Families for Law Enforcement and Information Technology are scheduled for implementation October 1, 2005. In the interim we will be administering both the traditional classification and compensation system and the new, career banding system.

What are the effects of Career Banding?

Long-term effects of career banding will include improving CCPS’s ability to recruit and retain qualified employees through competitive salaries with greater emphasis on recognition of employee skills. Managers and supervisors work directly with employees to develop career growth opportunities and identify job competencies. Career banding improves organizational structure by defining responsibilities and identifying specific training, education and experience requirements necessary for career advancement. Focusing on specific competencies enables managers and employees to better understand job requirements and improve the quality of work produced.

What does this mean to you as an employee of CCPS?

Career Banding is a competency driven system where forward movement within respective bands is reflective of competencies that you acquire in accordance with a personal career plan agreed upon by you and your manager. It is also a system that is market based, thereby providing a tool for managers to assist in the competitive hiring and retaining of competent employees. Bottom line, managers, mindful of the needs and goals of their respective division, have more control over resources while providing career guidance to their employees.

What is a competency? Who decides what competencies will be in my job and what level of competencies I have attained?

Competencies are the skills, knowledge, abilities, and key behaviors that you need to perform your job. CCPS Human Resources and Organizational Effectiveness staff will be working with division managers, supervisors, and representative groups of employees to define competencies

for your job. These competencies (listed on job descriptions and employee workplans) will be used to:

- find qualified applicants to fill vacant positions,
- rate performance,
- assess eligibility for pay increases when you demonstrate higher competency levels, and
- plan career development and training to help you increase your competencies.

You and your supervisor will decide what level of competencies you have demonstrated. We plan to use a performance management system under banding that should not differ very much from the current system of work plans and annual reviews. There may be some new forms, but the basic philosophy of making sure that employees understand what is expected of them, meeting periodically to assess their progress, and evaluating performance at least annually should remain the same. Competencies will relate to all aspects of Human Resources.

How do I develop competencies?

The first thing you need to do is talk to your supervisor about your career goals and the needs of your work unit. Once you determine that you would like to increase your competency level and identify the competency you wish to focus on, you and your supervisor determine the opportunities available for advancement and include this in your annual career development plan. There are a number of opportunities for career development including: training, educational degrees, certifications, workshops, seminars, conferences, on-the-job training, and self study.

How will banding affect my ability to advance?

Many current jobs in state government leave no room for advancement other than entering supervision or management. When your job is placed into a banded career path, you may be able to work your way up in responsibility and pay by going from “contributing” to “journey” or from “journey” to “advanced” by increasing your competencies. And since your current job may be banded with other similar jobs, you may be able to move more easily into a similar position that would give you even more career advancement opportunities.

How quickly can I expect to move from Contributing to Advanced?

Generally, employees will only focus on one or possibly two competencies in any given year. The decision to increase ones competency level will be determined by the employee and supervisor. Competency development will be determined by the needs of the unit you are working in and your interest in career development. It may take your entire career to move to the advanced level. Likewise, some employees may never achieve the advanced competency level. If your unit does not require the demonstrated use of advanced competencies from your position, you will not be able to move to the advanced level. Remember, it is not simply possessing a competency, but routinely demonstrating and using that competency in your daily work.

How will hiring be impacted by Career Banding?

The manager will decide whether to fill the position at the Contributing, Journey, or Advanced levels depending on the work unit's needs. They will then hire applicants who have the required competencies for that level work. Interviewing for Career Banded positions will be conducted

using behaviorally based interviewing techniques to measure each applicants current competency level.

How does Career Banding change the way my compensation is determined?

As opposed to the current graded compensation system, where salaries are determined based on the numerical value of an employee's education and experience, compensation eligibility is determined by labor market rates for each occupational area. As competencies are developed and demonstrated through education, training, and practical experience, employees become eligible for salary adjustment consideration.

How will salary administration change?

As we begin to move our positions into the Career banding structure, new pay bands will be established. To establish these pay bands OSP will examine current "market rates" for other similar government and private jobs. If any of our newly banded positions are being underpaid, recommendations will be made to increase salary levels. Pay increases will only be made to eligible employees when budget money is available and cannot be guaranteed.

As jobs are "banded," each position will be labeled as one of the following:

- Contributing (entry level)
- Journey (experienced)
- Advanced (expert)

If employees move from one level to another by increasing their "competencies" (skills, knowledge, abilities, and key behaviors) and by demonstrating these new competencies on the job, they may be eligible for a pay increase.

How will my job fit into a "pay band"?

A pay band is a range of pay set for a group of employees. Each major Job Family will have a wide pay band associated with it. Office of State Personnel staff will research current data on the average pay rates for similar employees who work in government and private industry to establish fair pay "bands" for each Job Family and each Banded Class Series under each Job Family. The range will go from the lowest rate for a new or inexperienced employee to the highest rate for a highly skilled or experienced employee.

Will my salary or job duties change under Career Banding?

Although you may have a new job title in the future, your duties should not change. Your work plan will be rewritten to describe "competencies" (skills, knowledge, abilities, and key behaviors) that are needed for you to do your job well and advance through your new pay range, but you will notice few other changes in the new system. Upon initial implementation, there are no anticipated salary increases associated with any jobs that are converted to the banding system. As budget resources are identified, employee salaries may be adjusted to ensure employees are being compensated at the appropriate level. In future years after your job has been "banded", you may be able to get a pay increase if: Budget money is available to fund the increase; and Pay studies comparing your pay to other public employers and private industry confirm that employees in your job family are being underpaid; or You move up through the new banding pay range by demonstrating new job-related competencies (skills, knowledge, abilities, and key behaviors) that you may have acquired through further education or training. Note that you have

to be “demonstrating” these competencies on the job to move up through the pay range. This means that if you learn how to perform a new or higher level competency that you cannot use in your current job, you will not be eligible to receive a higher pay rate for the new skill that you are not “demonstrating” in your position. Of course, working on getting new skills can reward you in the long run, however, by allowing you to qualify for promotions into positions where you can use those new skills.

State employees never get pay increases, how will this be any different?

Although, additional funds have not been appropriated to fund Career Banding, several changes have been made to make funds available for this purpose. The use of in-range adjustment will be eliminated under the Career Banding system. The salary reserve money used in the past for in-range adjustments will be utilized for career progression adjustments.

Could my job be negatively affected by banding?

CCPS anticipates no layoffs or Reduction in Force (RIFs) as a result of this move into the new system. Although you may have a new job title in the future, your duties should not change. Your work plan may be rewritten to describe “competencies” that are needed for you to do your job well and advance through your new pay range, but your pay would not be reduced as a result of where your particular skills are in the new pay range.

How will banding affect me as a manager?

When jobs are moved into a pay band, division directors should have more flexibility than they do under the current system to grant pay increases for eligible employees. Job-related competencies, education, and/or training will be defined for each pay band. As employees acquire these skills or meet these requirements, managers will be able to authorize appropriate pay increases (as budgets allow).

How will banding affect me as a supervisor?

Supervisors will be responsible for working with employees to create career development plans to increase competency levels in areas which would accomplish the mission of the work unit more effectively. Supervisors will also be responsible for annual assessments of each employee’s current competency level. Supervisors will have to maintain documentation throughout the year to accurately assess competency levels.

How does Career Banding impact SHP Sworn Members?

Due to separate legislation governing SHP Sworn Members’ salary and promotional process, there is not a current plan in place to convert these positions to the Career Banding system.

Can I dispute my competency level assessment?

A dispute resolution process within CCPS allows all employees who have successfully completed an initial probationary period to have salary decisions reviewed by a source beyond the initial decision-maker or evaluator. Any dispute resulting from career banding will be tracked and independently reviewed by HR Employee Relations in accordance with the established CCPS dispute resolution policy for performance pay.